



**Strategic Plan
2010-2013**

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Mission

The Indiana Civil Rights Commission enforces the Indiana civil rights laws and provides quality information & education and services to the public in an effort to ensure equal opportunity for all Hoosiers and visitors to the State of Indiana.

Vision

The Indiana Civil Rights Commission will be an important societal influence working to identify and address the civil rights issues of the 21st century. The three main focus areas for the ICRC will be equal employment, affirmatively furthering fair housing, and equal access to a quality education. It is the vision of the ICRC to (1) educate the employee and employer public of the state on the dangers of employment discrimination. The aim is to ensure that employees throughout the state are aware of the rights afforded to them by way of the Indiana Civil Rights Law and their employer counterparts have the educational tools and information needed to prevent any workplace discrimination. (2) The ICRC also seeks to promote non-discrimination and ensure fair and equal housing opportunities for all Hoosiers. Through community partnerships and government collaboration, the ICRC seeks to ensure both tenants and landlords throughout the state are not only aware of The Fair Housing Act but understand how to protect themselves against becoming victims of or perpetrators of housing discrimination. (3) Furthermore, the ICRC recognizes equal access to a quality education to be the civil rights issue of the 21st century. Leveraging statewide relationships – both public and private – the ICRC looks to take a comprehensive approach to the proverbial issue of education, highlighting the importance of accountability and introducing alternative solutions that are proven and practical.

All told, the Indiana Civil Rights Commission seeks to continue building its brand and increasing the presence of the agency through a statewide approach; providing quantifiable results in our primary focus areas.

Background

Indiana is more diverse than ever before, and economists expect for this to continue. This growing diversity brings forth many challenges. These new Hoosiers are often linguistically and culturally isolated, which many times keep them from receiving the proper care and services they need. It also leads to a greater likelihood of facing illegal discrimination.

As part of the *Indiana Civil Rights Commission's FY 2010-13 Strategic Plan*, a survey was distributed statewide to determine both the prevalence and perception of discrimination in Indiana amid the growing cultural diversity. Despite countless efforts by state and local human rights agencies, community and faith-based groups discrimination remains a constant and persistent problem that must be addressed to ensure equal opportunities for all Hoosiers.

In 1961, the Indiana Civil Rights Commission was formed to eliminate illegal discrimination in the workplace. Since its inception, real estate, education, public accommodation and credit have been added to employment as enforcement areas. Eliminating the existence of discrimination in order to build a better statewide commitment to equality is the task ahead for local and state civil rights commissions, community and faith-based organizations.

The statewide survey sought to explore the public's connections, values, attitudes and perception of civil rights enforcement and discrimination. The goal was to better understand

what needs to be communicated to build awareness and to increase Hoosiers concerns about equality.

Before embarking on this survey, the Indiana Civil Rights Commission conducted focus groups to identify values and beliefs that are decisive when discussing discrimination. This contributed greatly to the understanding of public attitudes and crafting relevant questions for the poll.

The statewide survey for the Indiana Civil Rights Commission was conducted among 912 adults in 67 cities and towns in Indiana from October 21, 2010 to October 20, 2011.

Summary of Key Findings

The statewide survey asked Hoosiers questions on their personal experiences involving discrimination. The survey also asked for them to rate the degree in which discrimination remains a problem both locally and statewide. This section provides a summary of key analytical points of the survey.

As we found in the focus group phase of this research, many Indiana residents are unaware of their protections under Indiana Civil Rights laws, and in turn, are unaware that the Indiana Civil Rights Commission exists. At the moment, Hoosiers are generally concerned with discrimination in Indiana, and we find that the public possesses very little understanding as to whom to contact if they are a victim of discrimination.

However, communicating to the public their rights and responsibilities under Indiana Civil Rights laws is not likely to eliminate the problem of discrimination. To raise concern and urgency, linking of factual information about discrimination and the threats of it with people's personal connection to civil rights, their values and everyday lives, must occur. This, much like the civil rights movement of the 20th Century, must be community driven.

The survey data identifies key points about public attitudes toward discrimination that will inform how civil rights agencies, human rights agencies, community and faith-based groups and municipalities can strengthen their commitment to ending discrimination in Indiana.

Hoosiers are still subject to discrimination in the 21st Century

More than half of the respondents polled in the survey (58%) indicated they have faced a form of discrimination in their lifetime. On the surface this is an alarming statistic, however, it is important to note that just because a person indicated they have faced discrimination does not mean they actually faced illegal discrimination.

Discrimination remains a problem in communities throughout the state

More than 90% (90.9%) of the respondents polled in the survey agreed that discrimination remains a problem in Indiana. Just less than 90% (88.5%) of respondents agreed that discrimination remains a problem in their individual community.

The public knows who to contact if they face discrimination

Just less than 80% (79.6%) of the respondents polled indicated they would contact a local or state civil rights commission if they were discriminated against. The remaining respondents (20.4%) indicated they would contact either local or state government, local law enforcement agency or were unsure who to contact.

The public has very little knowledge of state and federal civil rights laws

Less than 20% (17.0%) of respondents clearly understand their protections under state and federal civil rights laws. However, more than 50% of respondents (56.8%) indicated they had a decent understanding of their rights. More than one-fourth of respondents (26.2%) indicated they had very little or no understanding of the state and federal laws that protect their civil rights.

The public has little understanding of the Indiana Civil Rights Commission's services

Just more than 10% (11.1%) of respondents clearly understand what the Indiana Civil Rights Commission does and the services provided. The largest amount of respondents (44.0%) indicated they had a basic understanding of what the Civil Rights Commission does, but were unaware of the enforcement powers and investigation process. The remaining respondents (44.8%) had only heard of the Indiana Civil Rights Commission but had no knowledge of the services provided.

Key Focus Areas

Equal Opportunities for Employment: Proactive Prevention of Unlawful Discrimination

The Indiana Civil Rights Commission is poised to take a proactive stance against workplace discrimination. ICRC will extend its resources throughout the state of Indiana to ensure that Hoosiers are not only aware of their rights as an employee, under the Indiana Civil Rights Law, but also what role ICRC plays in upholding the regulations.

Correspondingly, ICRC deems it as equally important to ensure that employers are as educated on the Indiana Civil Rights Laws as their employees. Understanding equal employment opportunity (EEO) practices can help ensure workplaces effectively tap into the diverse talent pool; hiring and engaging people with the skills and commitment they need to prosper in difficult economic conditions.

EEO practices acknowledge people as a critical strategic asset. A multi-skilled and versatile workplace is engaged, open to change and innovative. This ultimately encourages respect between employers and employees and often results in increased loyalty and engagement. As well as improving productivity, EEO practices can provide a better return on skills investment and maximize organizational knowledge.

Workplaces that have adopted EEO practices and are committed to practices that encourage diversity are seen as good corporate citizens or "Employers of Choice." Doing the right thing with the right people for the right reasons often translates to higher productivity and improved return on investment

Implementing good EEO practices help create an open and inclusive culture where discrimination, harassment and bullying are not tolerated. As a result, the risk of expenses relating to EEO complaints is mitigated.

Affirmatively Furthering Fair Housing: Employing Education to Combat Discrimination

The Indiana Civil Rights Commission is in position to take a proactive stance against housing discrimination. ICRC will extend its resources throughout the state of Indiana to ensure that Hoosiers are not only aware of their local, state, and federal fair housing laws, but also the role ICRC plays in upholding the regulations.

ICRC considers it vitally important to spend as many resources (i.e., human capital, financial resources, etc.) educating landlords & developers on the dangers of violating fair housing laws, as well as defending potential complainants against the ills of housing discrimination. Therefore,

the ICRC will spend a substantial amount of time and capital on education and outreach. Leveraging local relationships, the Indiana Civil Rights Commission will strategically fill the many holes that exist in various counties throughout Indiana because of proximity to a major city or a local human rights commission.

Although anecdotal, the ICRC has reason to believe that Indiana residents have very limited knowledge of the ICRC function, the services the ICRC provides to Indiana residents, or the laws that govern the ICRC enforcement powers. What's more, there may be limited knowledge that the ICRC even exist.

Additionally, the lack of state presence and familiarity is more prevalent in the smaller cities and counties where no local human rights authority exists. So, many housing related discrimination occurrences often go unreported due to lack of education, absence of a reporting outlet, and limited knowledge of fair housing laws.

Therefore, the Indiana Civil Rights Commission's move to increase its state presence, focusing on education and local relationship building, will (1) close many of the aforementioned gaps that exist throughout the state; (2) help to successfully rebrand and reposition the agency, and (3) more effectively and efficiently service the citizens of Indiana.

Equal Access to a Quality Education: Redefining the Playing Field Education as a Key Initiative

Ensuring that Indiana's children receive the very best educational opportunities regardless of race, ethnicity, gender, or socio-economic status is critical to the continued growth of the State's economy and the promotion of the core value of equality so central to Hoosier way of life. Not surprisingly, scholastic achievement has become one of the foremost civil rights issues of our time. Working with other State agencies, Indiana's schools, and a spectrum of community and faith-based partners to bridge the gaps children in so many of our cities face will require clear guidelines, measurable strategies, and thought-out, research-based objectives.

The challenges associated with closing the educational achievement gap across the country are numerous and extend beyond the walls of the classroom. As of 2008, 63% of black and nearly 40% of Hispanic children under the age of 18 nationally are raised in single-parent households. For these same groups, 34% and 27%, respectively, live at or below the poverty level. According to the National Campaign to Prevent Teen Pregnancy, almost 3 of every 10 teenage girls become pregnant at least once before the age of 20, with numbers significantly higher among minorities as compared to their white peers. Finally, 39% of Hispanic children, 19% of Native American children, and 13% of black children have mothers whose level of education is less than a high school diploma; a major determinant in predicting a child's future scholastic outcomes.

While statistics fluctuate across states, it is clear that Hoosier minority students are confronted with a host of obstacles, both in the classroom and in the home. Employing outside-the-box thinking and seeking fresh, innovative academic and extra-curricular models, the Indiana Civil Rights Commission will be proactive in informing communities, identifying best practices, and facilitating the long-lasting and impactful synergies that infuse new energy into the discussion surrounding the education of Indiana's most vulnerable children. By collaborating with both public and private educational leaders and tapping in to new sources of human and financial capital, ICRC looks to take a comprehensive and systematic approach to making responsible changes in communities across Indiana in a way that not only levels but, indeed, redefines the playing field.

Often acting in isolation, school districts and their partners have sought to develop strategies in addressing challenges associated with early intervention, parental education, and community

collaboration. Often, existing methods yield positive results. Other times, results have been more elusive. In all cases, however, opportunities exist to augment the product and improve results, thereby providing Indiana's students with greater chances at success. Making sure that these positive shifts are lasting and creating the kind of momentum to transform our state, requires teamwork and ICRC is ready to bridge existing gaps in the academic attainment that is the birthright of every Hoosier.

Strategic Objective

In 1961, the Indiana Civil Rights Commission (ICRC) was formed to eliminate illegal discrimination in the workplace. Since its inception, real estate, education, public accommodation and credit have been added to employment as enforcement areas. Eliminating the existence of discrimination and improving the statewide condition of civil rights in order to build a continuing commitment to equality is the task and fundamental objective of the Indiana Civil Rights Commission. To achieve this goal, the ICRC seeks to (1) establish formal working relationships with strategic partners throughout the state, (2) continue to increase the agency's statewide brand recognition via targeted outreach efforts and direct messaging, and (3) create and maintain a level of agency efficiency and customer service that supports the ICRC strategic objective.

Establishing community partnerships can be invaluable in assisting a community to take the resources available and make them stretch further. Identifying viable partners within the community will allow the Indiana Civil Rights Commission to provide regular, continued support, education and training to residents throughout the state without duplicating resources. This is done through developing a statewide system of communication and information sharing that effectively channels access to services to those most in need, while relying on local support to help facilitate programming and drive community support. Correspondingly, it is as equally important to establish relationships and collaborate with government agencies – federal, state, and local – so as to not duplicate any resources or over extend community partnerships. Maintaining the theme of our three primary focus areas, the Indiana Civil Rights Commission will strategically align itself with the Indiana Housing and Community Development Authority, the US Equal Employment Opportunity Commission, the US Dept of Housing & Urban Development, the Indiana Department of Education, etc. to leverage existing relationships and resources in a shared effort to enforce state and local anti-discrimination laws.

That said, changes can only be lasting if ownership of such reform belongs to and is driven by each community itself. ICRC sees its role as that of facilitator and broker, encouraging coalitions and sparking the kinds of collaborative dialogues that are not currently taking place in Indiana. Moreover, ICRC will be proactive in its outreach and approach to educate communities on the need for outside capital, fresh ideas, and a collective, long-term solution to civil rights issues. The stronger the ICRC brand is statewide, the more concrete the foundation local communities can rely on.

Lastly, in addition to education and outreach, ICRC's objective is to ensure that all Hoosiers and visitors to Indiana have an effective and efficient system by which they may seek a redress of their grievances. The Plan details a list of goals and metrics that ensure the continued improvement of case processing time and investigative efficiency.

Key Partners and Community Stakeholders

Back Home in Indiana Alliance
401 North Park Avenue
Indianapolis, Indiana 46202
Deborah McCarty, Director

Indiana Black Expo
3145 North Meridian Street
Indianapolis, Indiana 46208
Tanya Bell, President and CEO

Bureau of Jewish Education, Inc.
6711 Hoover Road
Indianapolis, Indiana 46260
Miles Roger, Assistant Director

Indiana Minority Business Magazine
2901 N. Tacoma Avenue
Indianapolis, Indiana 46218
Shannon Williams, President and GM

Burmese Advocacy Center
2826 S. Calhoun Street
Fort Wayne, Indiana 46807
Minn Myint Nan Tin, Executive Director

Latin Media, LLC
7863 Broadway # 230
Merrillville, IN 46410-5554
Lorraine Guillen-Wentz, Director

Butler University
4600 Sunset Avenue
Indianapolis, Indiana 46208
Cutler Armstrong, Instructor of Creative Media

Terre Haute Human Relations Commission
1101 S. 13th Street
Terre Haute, Indiana 47802
Jeff Lorick, Executive Director

Gary Chamber of Commerce
839 Broadway, Suite 103
Gary, Indiana 46402
Chuck Hughes, Executive Director

Town of Highland
3333 Ridge Road
Highland, Indiana 46322-2097
John Bach, Public Works Director

Housing Authority of South Bend
501 Alonzo Watson Drive
South Bend, Indiana 46601
Marva Leonard-Dent, Executive Director

United States District Court, Northern District
5400 Federal Plaza
Hammond, Indiana 46320
Sylvia Planer, Personal Specialist

Additional Partnerships

accessABILITY, Ball State University, Clarksville Housing Authority, City of Bloomington Human Relations Commission, City of Indianapolis, Corporation for Supportive Housing, Department for Housing and Urban Development, Diversity Focus Today, Dr. Martin Luther King, Jr. Indiana Holiday Commission, Easter Seals Crossroads, Equal Employment Opportunity Commission, Evansville Housing Authority, Hammond Hispanic Community Committee, Indiana Commission for Hispanic and Latino Affairs, Indiana Commission for Women, Indiana Department of Education, Indiana Governor's Council for People with Disabilities, Indiana Housing and Community Development Authority, Indiana Institute on Disability and Community, Indiana State Museum, Indianapolis Indians, Indianapolis Neighborhood Housing Partnership, Indianapolis Recorder, Indy Parks, Ivy Tech Community College, National Association for the Advancement of Colored People, National Association of Housing and Redevelopment Officials, Our Times Newspaper, Terre Haute Housing Authority, The Arc of Indiana, Tippecanoe County Human Relations Commission, Town of Highland, Town of Schererville, Urban League of Northwest Indiana, WEDJ-FM, West Lafayette Human Relations Commission and WRDZ-FM.

Strategic Objective #1: Develop Strong Community Partners Statewide

Establish a minimum of (2) two formalized working agreements in each of our target areas and strive to develop partnerships in non-target areas with community organizations.

The current economic recession has significantly limited budgets, staffing and resources. The challenge for agencies to provide efficient and effective service statewide has made it vital to develop strong, community partnerships. According to a survey of 600 of the top businesses, nonprofit and local government leaders in the United States, working together is not only better but essential in the 21st Century. More than 90% of those surveyed indicated that working together to solve societal issues is much more effective than a single organization attempting to do so.

Establishing community partnerships can be invaluable in assisting a community to take the resources available and make them stretch further. Identifying viable partners within the community will allow the Indiana Civil Rights Commission to provide regular, continued support, education and training to residents throughout the state without duplicating resources. This is done through developing a statewide system of communication and information sharing that effectively channels access to services to those most in need, while relying on local support to help facilitate programming and drive community support.

Implementation

Determine target populations, target areas and focus points

In order to meet federal and state contracts, the agency mission, and Indiana Code and statutory requirements, the ICRC will identify target areas. Significant time will be spent in each of these areas to ensure residents are aware of their rights and responsibilities under Indiana Civil Rights laws. Additionally, as the state's civil rights enforcement agency, the ICRC will develop partners in non-target areas.

Identify a list of viable partners in target areas and non-target areas

The ICRC will formalize agreements with organizations in target and non-target areas throughout the state. These organizations have been identified as having both a vested interest in the education and training provided by the ICRC and are active within their respective community. Through these strategic partnerships, the ICRC will provide education and training to each of the distinct stakeholder groups (below) in an effort to improve the state of civil rights in Indiana.

- **Housing providers-** Apartment associations, neighborhood associations, public housing complexes, housing authorities, Landlord associations, real estate brokers, Indiana Housing and Community Development Authority (IHCD), etc.
- **Employers-** Human resource associations, Chambers of Commerce, small business owners, large businesses, WorkOne, Department of Workforce Development (DWD), city governments, etc.
- **Educators-** School corporations, Urban Leagues, NAACP chapters, IBE chapters, community organizations, Department of Education (DOE), etc.
- **Legal professionals-** City governments, local bar associations, Indiana State Bar Association, Indiana Continuing Legal Education Forum (ICLEF), law firms, etc.
- **General public-** United Way, community organizations, faith-based organizations, unemployment offices, public housing units, etc.

Formalize working agreements with partners

A major challenge facing state and federal agencies is making their services available to those most in need within individual, isolated communities. The development of working agreements will help to remove this barrier by providing more access to individuals in communities throughout the state. This access will allow for real impact and change to be felt throughout the Hoosier state. These working agreements will be with local, state, community, not-for-profit, profit

and faith-based groups. Furthermore, it will allow the ICRC to develop strong roots within the community and serve as a conduit for change by making more available (to those most in need) services, education and training.

Conduct education/outreach activity to begin the partnership in target areas

Working with community partners, the ICRC will conduct an outreach activity for the target populations within the community to begin the partnership. This activity will be dependent on several factors including: the size of the community, the partnering organization and the need within the community. A successful outreach activity will fortify the foundation for regular training within the community and provide better understanding of the rights and responsibilities under Indiana Civil Rights laws.

Develop strategies for developing a system of communication and information sharing within target and non-target areas

As part of the formalized agreement, partnering organizations will serve as a mobile office for the ICRC. These partners will advocate for the protection and advocacy of civil rights in the community and direct complainant's to contact the ICRC if they feel they are the victim of illegal discrimination. This system will provide residents with greater understanding and access to the services provided by the ICRC.

Make periodic and continued visits to target and non-target areas to affirm the system of communication and information sharing works properly

In an effort to ensure the system of communication and information sharing works properly, and the ICRC is making a real, measurable impact within the community, continued visits will be made. This will be done to reaffirm the working agreement with community partners, and strengthen presence on the ground. Further, the ICRC will be involved in activities conducted by the partnering organizations as a sponsor, guest presenter and supporter. This will be done to further strengthen the working agreement and community outreach.

Survey target and non-target areas annually to assess real impacts made statewide

As part of the agency's continued visits within target communities', and as part of working agreements with community partners, annual surveying will be conducted. This survey will provide the ICRC with crucial data on the communities' knowledge of civil rights, the ICRC and the services available. This will allow the ICRC to measure, more than just the number of people reached within the community, but the real impact being made.

Strategic Objective #2: Increasing the Agency's Statewide Brand Recognition

Metric: To achieve an improvement of 60% on overall agency brand recognition and 25% in overall perception of the state of civil rights in the State of Indiana on post-surveying as compared to pre-surveying.

Strategy #1: Establishing the 'baseline' for year one

Understanding the perceptions and misperceptions about the ICRC within targeted communities is essential to the establishment of short, medium, and long-term branding metrics and will allow the agency to follow through on measurable and tangible goals. There are several forms that this can take, and obtaining this initial data can be challenging depending on the populations being targeted and the feedback being sought. Through a variety of up-front outreach efforts and by utilizing various surveying techniques, ICRC can gather sufficient information to allow for the development of reasonable objectives.

- Identify 10 target regions/areas to be targeted during initial 12-month period. **(DEADLINE: December 1, 2011)**
- Analyze the overall populations of the areas in question, the targeted demographic numbers, and the response percentages needed to establish effective baseline metrics. **(DEADLINE: December 10, 2011)**
- Draft initial set of questions/survey that can establish brand awareness, brand understanding, and initial perceptions about ICRC in targeted areas. **(DEADLINE: December 15, 2011)**
- Develop strategies to target demographic sectors, including Survey Monkey online, hard copies in churches, and other community-based approaches. Once the strategies have been established, develop the online and hard copy versions of the survey to be distributed. **(DEADLINE: January 1, 2012)**
- Complete the distribution of all surveys via all vehicles and obtain the established rate of response. Then analyze the data and establish baseline metrics for the objectives to be carried out in Year 1. **(DEADLINE: January 15, 2012)**

Strategy #2: Develop agency messaging, rebranding, and messaging/communications calendar

Having a detailed strategy and timeline for messaging is important to the agency's ability to change existing perceptions throughout the state about civil rights. This includes utilizing a diverse set of vehicles through which to distribute messaging and coordinating communications with existing events.

- Complete logo revision **(COMPLETED)**
- Determine target demographics and communities and corresponding media markets throughout the state **(COMPLETED)**
- Produce and distribute a monthly agency newsletter **(COMPLETED)**
- Create a comprehensive communications calendar, including tying messaging to events, monthly designations, and community activities **(DEADLINE: December 15, 2011)**
- Develop a stable of op-ed on topics such as fair housing, employment discrimination, education, etc. from executive director and unit directors to be dropped strategically throughout the year **(DEADLINE: January 20, 2012)**
- Schedule a monthly minimum of 4 radio or television interviews, appearances, or presentations to be conducted by unit directors or the executive director. **(DEADLINE: ONGOING)**

Strategy #3: Activities, events, and outreach

Outreach events and appearances in areas across the state will help provide the necessary opportunities to communicate with and educate the public at-large. However, a reasonable system of measurement must be in place to make sure that such events, either those scheduled by ICRC or ones in which ICRC participates, have adequate turnout and demonstrate a suitable return on investment for the agency.

- Determine 10 target regions for outreach efforts **(DEADLINE: November 15, 2011)**
- Schedule and carry out a minimum of two outreach activities per month for unit directors or the executive director, including presentations to local chambers of commerce and other employer groups, community action program providers, housing authorities, and local school boards **(DEADLINE: ONGOING)**
- Visit 2 cities/counties/regions outside of Indianapolis per month, meeting with local community organization leaders and municipal personnel developing new relationships or strengthening existing ones **(DEADLINE: ONGOING)**

- Carry out 2012 MLK event and corresponding day of service to celebrate the agency's 50th year of existence **(DEADLINE: January 27, 2012)**
- Carry out Fair Housing Month activities and incorporate workshops for employment and education **(DEADLINE: April 30, 2012)**

Strategy #4: Determine return on investment through post-strategic analysis

Upon completion of the strategies associated with increasing agency awareness and improving perceptions about the state of civil rights in Indiana, a thorough analysis of what worked and what failed is crucial to understanding how to better serve the community. Creating a post-survey that reflects upon the ICRC's year-long efforts and builds upon the pre-surveys distributed in early 2012 will allow the agency to analyze the effectiveness of the funds invested and strategies used in bettering the situation for the maximum number of currently underserved individuals in the state.

- Using the pre-survey as a baseline measure, develop survey questions aimed at the 10 targeted regions to determine the percent change in brand awareness and outreach effectiveness **(DEADLINE: November 1, 2012)**
- Utilizing local contacts, distribute the post-survey via a variety of outlets and in a variety of formats, including electronically and in person **(DEADLINE: January 10, 2013)**
- Collect all post-survey responses **(DEADLINE: February 1, 2013)**
- Compare data from pre and post surveys to determine percent changes and issue a comprehensive report detailing such changes **(DEADLINE: February 25, 2013)**

Strategic Objective #3: Agency Efficiency and Measureable Customer Service

Metric: Improve case processing time and satisfaction with investigation. Maintain an "aged" caseload of no more than 15%. Ensure that at least 85% of our customers are satisfied with the process.

Methods:

Short Term (December-January)

Assess current investigator caseloads and proportion of cases that are aged. Identify those investigators with large percentage of aged cases. Devise a simple, yet relevant, set of objective questions to determine the level of satisfaction with the investigative process for Complainants and Respondents. Establish a process for surveying customers to include direct telephone contact, mail-in surveys and/or web surveys. Fill vacancies to ensure adequate complaint-to-staff ratios (no more than 60:1).

Medium Term (January-February)

Assess the quality of investigations, including one-on-one observations and feedback. Develop process for prioritizing complaints and expediting investigations. Begin conducting customer surveys and compiling results. Establish baseline customer satisfaction level. Identify training opportunities for investigators, including techniques and customer service skills. Begin cross-training employment and REPACE investigators.

Long Term (March-December 2012)

Assess improvements in aged caseload and customer satisfaction. Establish shared responsibilities for two investigation unit supervisors. Begin comprehensive training of investigators on all areas of discrimination, to include attendance at National Fair Housing Training Academy, as well as EEOC training opportunities. Redistribute caseload to complete

transition to “multi-purpose” investigators. Continue to monitor adequate complaint-to-staff caseloads and aged inventory.

